Leadership Agility

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Remember

Creating The Future

Journeyman
Piloting
Opportunity
Awareness

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The big danger is to wallow in yesterday's achievements.

Agile Leadership Challenges

Virtual Organization?

Collaborative Product Development

- Market Opportunity
- Digital Model
- Made in computer
- Product
- Made in Factory
- Manufacturing Resources
- Manufacturing processes
- Product & Process Improvement
- Made in computer
- Virtual Product Development & Manufacturing
- Optimization

Collaboration Network

- Shared Vision
- Short-Term “Win-Win”
- Long-Term “Win-Win”
- Chemistry
- Customer Focus

Strategy

- Knowledge Economy
- Resource Economy
- 21 Century: Innovation
- 90's: Rapid Response
- 80's: Product Quality
- 70's: Production Cost
- 60's: Production Scales

Organization Changes

- Term Work
- Work division
- 1920-1990
- 1975-2000
- 2000-2020
- Self-organizing

1920~1990: Production Scales
1975~2000: Production Costs
80's: Product Quality
90's: Rapid Response
21 Century: Innovation

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CSE & Enterprise Systems Center, Lehigh University & Agile Leadership
We can see what develops
"Smart People, Seeking Answers to Sharp Questions, Meeting to Make their World Better"
Agile Leaders Adapt

- When the target moves a herd of elephants is not able to change
- A flock of birds is agile and able to follow a moving target
  - Able to adapt and change directions rapidly
- Agile leaders anticipate the future and adapt
Agile Leaders Use Innovation

- Early innovators bring new ideas and product concepts to market
- The products are typically simple and come in only one flavor
- When Competition enters the market new flavors are added
  - Agility in speed and offering variety become important

Early Innovation
Agile Leaders Have Innovative Vision

Early Innovation

Innovation & Agility
Agile Leaders & Innovation

- Adaptability is key
  - Customers no longer want Vanilla

- Successful Innovation is dependant on
  - Understanding the customers needs
  - Formulating a vision for enriching the customer

- People become the most important asset

Innovation & Agility
Introducing The Agility Principles
(1) Leverage the People Resource's

- People provide
  - Skills
  - Information
  - Knowledge
  - Relationship building Expertise

- Enhanced by information and network technologies
(2) Adaptable To Deal With Change

- Change & Transform Management
  - Leader enabled
  - Vision dependant

- Innovation Strategies
  - Independent modules
  - Well defined interfaces & transitions

- Rapid Reconfiguration
  - Information fueled
  - Network enabled

- Postponement
  - For agility
(3) Virtual Organization

- Could include
  - Customers,
  - Suppliers,
  - Partners,
  - Competitors

- Relationship based
  - Networked environment
  - Information enhanced

- Collaboration Networks

Agility Principle
(4) Enriching Stake Holders

- Enrich the customer
  - Provide value in the way they measure it!
  - 1st three principles provide the means to achieve the fourth

- Leaders need to ensure all stakeholders see value and recognize value based on the needs of the others

Agility Principle
Four Agility Principles

1. Leverage the People Resource's
   - Skills, knowledge, expertise, relationships
2. Adaptable
   - Information fueled rapid reconfiguration
3. Virtual organization
   - Includes customers, suppliers, partners, competitors
4. Enriching Stake Holders
   - Customer, employees, stake holders
Agility Principle
Leadership Opportunities
(1) Leverage the People Resource's

- People provide:
  - Skills
  - Information
  - Knowledge
  - Relationship building Expertise

- Enhanced by information and network technologies
People Provide Core Competencies

Leader Initiated

Values & Ethics
Culture and Reputation

Managerial Values & Capabilities
The Way An Organization is Run

Skills, Knowledge & Capabilities
Embody in the People

Technical Resources
Equipment & Accessible Information

Traditionally

People Produce Leader Defined Value

Agile Thinking
The Golden Rule

Treat Others In The Way You Would Like To Be Treated

Mass Production Thinking!
The Platinum Rule

Agile Thinking

- Treat each person in the way that they value.
  - Appropriate to their values and circumstances
- Applies to all stakeholders
  - Each stakeholder can and often does value things differently

Source: Napoleon Devia

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A Shared Vision Empowers
Agile Leaders Earn Respect By Creating A Vision And Actionable Plan

- Agile leaders
  - Charismatic
  - Sets values
  - Sets ethical standards
  - Sets culture
Agile Leaders Earn Respect By Creating A Vision And Actionable Plan

- Agile leaders
  - Shape strategy
  - Have a holistic view
  - Provide Stewardship for their ideas and the organization
  - Willing to fail
Agile Leaders

- Encourage people to think
  - Set clear goals and objectives
  - Define constraints
  - Share an actionable stretch vision
    - People know what to do
      - When to act
      - When to ask
IDEO Vision Development Phases

1. Understand the market
2. Observe real people in real situations
3. Visualize new concepts as they will be
4. Evaluate and refine the prototypes quickly
5. Implement for commercialization last

Source: IDEO
Observe Real People
In Real Situations

- What are they thinking and reacting to?
- What confuses them?
- What they like?
- What they hate?
- What needs are not yet addressed by current products?
Brainstorming Is A Critical Success Factor In Formulating A Vision
Brainstorming

Seven secrets for better brain storming
1. Sharpen the focus ➔ Problem statement
2. Playful rules
3. Number your ideas
4. Build and jump
5. The space remembers
6. Stretch your mental muscles
7. Get physical
Brainstorming Mistakes

1. The boss speaks first
   - Constraints introduced
     - Every thing must be patentable and made in our factory

2. Everyone gets a turn
   - Kills spontaneity and the natural process of feeding off ideas as you get inspired

3. Experts only please
   - Bring in the people who have experience not expertise in theory, factory worker, consumer, need insight not just traditional expertise and theory

Source IDEO
Brainstorming Mistakes

4. Do it off-site
   - We want it to happen at work often, not just in special setting
   - Off sites fine, but we need the innovation in the workplace as well

5. No silly stuff
   - Dumb and stupid filters always catch brilliant ideas
   - Having fun makes brainstorming work better
   - Let your mind wander off narrow path to real innovation

6. Write down everything
   - If every one takes notes they turn off the stimulation of brainstorming
   - Taking notes shifts focus to the wrong side of your brain
   - Sketch and doodle, but don’t take notes

Source: IDEO
Agile Leaders Earn Respect By Creating A Vision And Actionable Plan

- The Vision Process
  - Formulating a vision
    - Seek ideas from many constituencies
  - Always “Listen” to other points of view
  - Leader then sets vision *which does not accept all ideas that were offered*
Agile Leaders Earn Respect By Creating A Vision And Actionable Plan

- Consensus Based Leadership
  - Consensus on problem or opportunity
  - Consensus on options which are available
    - Consensus on potential benefits and risks of each option
  - Agile Leader chooses path to follow
    - Consensus on best way to implement path
Quality Through Leadership

- Quality First depends on leadership.
  - It is my fervent belief that the challenges we face in developing healthy, affordable, ethical aging services ultimately boil down to visionary leadership.
  - As Bradley Schurman, put it, "We have leaders in the field. We need more of them to be leaders for the field."
  - What is missing is our collective leadership to create the future of aging services!

Source: Larry Minnix
“Culture of Leadership.”

- Week 1 - "I Don't Know Everything!“
  - A Culture of Integrity
- Week 2 - "I Don't Know Whether to Laugh or Cry“
  - A Culture of Meaning
- Week 3 - "My Mother's Life Is Changed“
  - A Culture of Philanthropy
- Week 4 - "Aged to Perfection“
  - A Culture of Value
- Week 5 - "From Tough Meat to World Hunger“
  - A Culture of Engagement
- Week 6 - "Mysteries I Don't Understand“
  - A Culture of Hope

Source: Larry Minnix
Vision Community

- Leader initiated
  - Listen and facilitate
- Shared and supported
  - Set direction, destination
- Comprehensive and detailed
  - All must know their role
- Positive and inspiring
  - Challenge and stretch, be worth the effort
The Vision Test --For Everyone

- Why am I doing what I am doing?
  - Personal goals and objectives in response to vision
- Who will care if I succeed?
  - Relate personal goals and objectives to those of the organization.
- How will we measure success?
  - Metrics for goals and objectives of the organization.
- What obstacles stand in my way?
  - Realistic assessment of impediments to progress.
Agile Organizational Vision Test

- Is the organization vision driven with situation dependent goals & action?
  - **Culture**: Is the vision viewed as the operational imperative by which evolving strategic goals can be identified?
  - **Practice**: Is it recognized that individual decisions and actions must be situation-dependent and opportunistic?
A Non Agile Leader

- Believes that forming a committee is making a decision.
- Considers talking to the limo driver to be "getting in touch with the real world."
- Thinks that bragging about how much money he or she used to make will increase your respect for him/her.
- Believes that saying "It's your decision, but if it were me..." is delegating authority.

Source: "A Reality Check for Out-of-Touch Boss Who Doesn't Know It" by Dale Dauton, King Features Syndicate, April 24, 1995.
A Non Agile Leader

- Thinks that repeatedly reminding you how lucky you are will make you appreciate your job.
- Believes that hanging up a sign about employee morale will improve morale.
- Sees that the logic of repeatedly interrupting your work to make sure you are working.

Source: "A Reality Check for Out-of-Touch Boss Who Doesn't Know It" by Dale Dauton, King Features Syndicate, April 24, 1995.
(2) Adaptable To Deal With Change

- Change & Transform Management
  - Leader enabled
  - Vision dependant

- Innovation Strategies
  - Independent modules
  - Well defined interfaces & transitions

- Rapid Reconfiguration
  - Information fueled
  - Network enabled

- Postponement
  - For agility
Adaptive Organization and Culture

Over simplified
Agility Requires a Clear Vision of Goals and Objectives by Everyone
Type I 20th Century Static Organization

- Leaders define what should be done and maintain tight control. The past is viewed as good old days
  - Decision making is slow
  - Change is negative to be avoided when possible
Type I 20th Century Static Organization

- People are told what to do, and how to do it. The organizational culture is:
  - Hierarchical,
  - Risk adverse, and punishes failure
- Slow action

Innovation Is Discouraged
Type 1 Organization is at odds with People Provide Core Competencies

Therefore we need A Type II More Agile organization

Agile Thinking

People Produce Value
Type II 21st Century Agile Organization

Innovation Encouraged

- The future is viewed as an opportunity for which leaders define a compelling vision
  - The vision provides goals, metrics, constraints
  - Arms key players to act on objectives they set
Type II 21st Century Agile Organization

- People (employee/leaders) are asked to make a positive difference in a new organizational culture where they are:
  - Trusted
  - Given authority
  - Rewarded

- Speed, distributed decision making and action by empowered employees
  - Concept to reality time is fast
Type II Organization is Vision - Goal Focused
To Move From Type I to Type II

Remove Levels

The customer would like a minor modification. Is that okay?

I see a way to make our customers happier. Okay!

The customer would like a minor modification. Is that okay?

Is it okay? I'll ask.

Is that okay?

Is that okay?

Is that okay?
To Move From Type I to Type II

The power of diversity and diverse opinions
To Move From Type I to Type II

You must give people the tools and opportunity
Type II Agile Leadership is About Creating A Culture of Trust & Respect

Critical to Adaptive organizations
Why?
A Culture of Trust & Respect

- Stephen Covey's Habits
  - Habit 1: Be Proactive
  - Habit 2: Begin with the End in Mind
  - Habit 3: Put First Things First
  - Habit 4: Think Win/Win
  - Habit 5: Seek First to Understand, then to be Understood
  - Habit 6: Synergize
  - Habit 7: Sharpen the Saw
A Culture of Trust & Respect

- See the value in every person
  - Take the time to tell them how you value them and their contributions!

- You can learn from everyone
  - Take the time to do it!
  - Value diversity!

- Seek to be a facilitating leader
  - Work to enable and ensure the success of others!
    - Give them credit and acknowledgement!
    - Share risks and rewards!

How is all this related to Type II organizations?
Asking People to Think & Innovate

- What percentage of the time do you feel the people in your organizations spend thinking and innovating?
- Are your leaders giving them the tools they need to innovate effectively?
Trust A Critical Success Factor
Confront the Brutal Facts

- Confront the Brutal Facts (Yet Never Lose Faith)
  - Means facing the reality of your current situation and keeping the faith at the same time.
  - *In “Good to Great” Jim Collins* stresses the importance of asking the tough questions and
  - Creating an environment where the truth can be heard.
Is There a Trust Gap, and Opportunity?

A trust gap is the difference between

- The percentage of people in the organization who **can be trusted** to carry out goals and objectives given a set of constraints and
- The percentage of people in the organization **who are trusted** to carry out goals and objectives given a set of constraints
A Culture of Trust & Respect

- Be Socratic even when you think you know what to do
  - Seek a diversity of opinion and see the richness of diversity even though you have been there and done that when a problem or opportunity arises
- You may be positively surprised by what you find.
A Culture of Trust & Respect

- Seek out and invite dissent
  - Why?
  - What good could come of it?
  - How should you deal with it?
A Culture of Trust & Respect

- Leadership Integrity
  - Do what you ask other to do
  - Act in the way you ask others to act
    - You are not exempt
      - Iacocca Sacrifice
  - Do what you say you will do
  - Don’t do what you say you will not do

- Ethical perceptions critical
(3) Virtual Organization

- Could include
  - Customers,
  - Suppliers,
  - Partners,
  - Competitors

- Relationship based
  - Networked environment
  - Information enhanced

- Collaboration Networks
The Leadership Challenge

THE "LONE RANGER" IS YESTERDAY'S STORY...

COOPERATION ENHANCES COMPETITIVE CAPABILITY!
Agile Teams

- Great teams
  - Formed and disbanded for specific goals
  - Clear goal and serious deadline
  - Empowered with wide limits on their creativity
  - Passion
  - See opportunities in obstacles
  - Do team problem solving
  - Have the right mix of people and personalities

Source: IDEO
Agile Teams

- Abolish the they.....
- Close quarters induces sharing and communication
- Meet to accomplish work and share ideas and problems often
  - Take field trips
    - For work
    - For fun

Source: IDEO
Agile Teams Need Characters

1. The visionary – New ideas
2. The troubleshooter – Find and fix
3. The Iconoclast – Trend spotter
4. The pulse taker – Heart of the group sees value in people
5. The craftsman – Model makers
6. The technologist – knows it or knows how to find someone who does
7. The entrepreneur – invention and prototype
8. The cross dresser -- has crossed disciplines integrates ideas from multidisciplinary fields

Source IDEO
Trust A Critical Success Factor
More tomorrow
(4) Enriching Stake Holders

- Enrich the customer
  - Provide value in the way they measure it!
  - 1st three principles provide the means to achieve the fourth

- Leaders need to ensure all stakeholders see value and recognize value based on the needs of the others
Stakeholders Expanded

Value Expectations

Society

Media

Partners

Employees

Suppliers

Customers

Industry

Owners

Partners

Society

Agile Thinking

Suppliers

Employees

Customers

Owners

Industry

Media
We See and Value the Same Thing(s) Differently

Agile Thinking
The Definition of Value Changes

- Agile Leadership Challenges
  - Participants within a stakeholder category see value differently!
  - Value changes over time for the same person(s)

Agile Thinking
What Business are you in?
Lookers MotorMarket was created after extensive customer research to ascertain what customers' expectations actually are.

Based upon our findings, MotorMarket was carefully formed to offer used car customers what they asked for: choice, value for money and service from a company they could trust. At all Lookers MotorMarket sites, we provide our customers with all this and more, not just meeting expectations, but exceeding them.

The aim of MotorMarket is to provide value for money, product in large supply, with a peace-of-mind and customer benefit package which is second to none.

In addition, Lookers have an extensive range of stock across the Group with models and prices to suit every need and budget.

With such a comprehensive benefits package and the added peace-of-mind of buying your next used vehicle from one of the UK's largest and most respected Motor Groups, choosing Lookers MotorMarket must surely come first on your list of where to visit.

**CUSTOMER BENEFITS INCLUDE:** *14 Day Exchange Programme*
Relationship Based Value

- Some typical metrics of relationship based value
  - Reliability
  - Commitment
  - Experience
  - Meeting or exceeding Expectations
  - Integrity & honesty

- What would you add?
  - ____________________
  - ____________________
  - ____________________
  - ____________________
  - ____________________
From Others

- Consistency
- Competency
- Empathy
- Sensitivity
- Performance
- Responsiveness
- Fun
- Vision
- Respect of others
- Sensitive to Feedback
- Proactive
- Transparency
- Flexibility (agility)
- Partners & services from Partners
- Innovation(s)
- Security & longevity of organization

How do you rate on these?
Mission/Vision Form
Interview With G-D
A leader must be willing to take appropriate risks
Agile Leaders Are Willing to Fail

- Socrates was called “An immoral corruptor of youth”
- Walt Disney was fired by a newspaper editor for lack of ideas, he also went bankrupt once.
- Thomas Edison's teachers said he was too stupid to learn anything
- Albert Einstein didn’t speak until age 4 and didn’t read until he was 7. His teachers described him as mentally slow.
Agile Leaders Are Willing to Fail

- **Abraham Lincoln**  
  Chicken soup p 236
  - 1816 Family forced out of home
  - 1818 Mother dies
  - 1831 failed in business
  - 1832 ran for state legislature – lost
  - 1832 lost job, rejected for law school
  - 1833 borrowed money to form business and went bankrupt. Paid debt off over next 17 years
  - 1834 ran for state legislature again – won
  - 1835 engaged to be married, sweetheart died, was heart broken
  - 1836 nervous breakdown in bed for 6 months
  - 1838 sought to be speaker of legislature - lost
Agile Leaders Are Willing to Fail

- Abraham Lincoln
  - 1840 sought to be elector – defeated
  - 1843 ran for congress – lost
  - 1846 ran for congress again – won
  - 1848 ran for re-election – lost
  - 1849 sought job as land officer – rejected
  - 1954 ran for US senate – lost
  - 1956 sought VP nomination – got <100 votes
  - 1858 ran for US senate again – lost
  - 1860 Elected president of US
Thank You!

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1. Fragment mass markets
2. Customer-perceived value
3. Market-determined quantities
4. Designs solutions interactively
5. Proficiency at change
6. Manages through leadership
7. Exploits information
8. Leverages all its capabilities
9. Entrepreneurial
10. Partners with other companies
11. Thrives and is widely imitated
Why Do We Call Them Agile Economies?

- The integration economy
  - Product
  - Information
  - Service
- The solution economy
- The experience economy
- The networked economy
Case Study Questions

1. What leadership dynamics are present that might influence or impact the organization’s ability to implement the strategies?

2. What are the top three priorities senior leadership should establish for this organization and why have you selected these priorities?

3. What do you see as the top three obstacles ahead for this organization? How will you approach/overcome the obstacles?

4. How will you measure your progress toward meeting the priorities and overcoming the obstacles you established in #2 and 3 above?
Case Study Process

- Hopefully you have read your case!
  - Tables 1 & 4 case 1
  - Tables 2 & 5 case 2
  - Tables 3 & 6 case 3

- Individually take 15 minutes to write down your own answers to all 4 questions - Base your answers on your experience and expertise
Case Study Process

- When everyone in your table has written out their answers,
  - appoint a facilitator to keep your discussion on track
  - Appoint a reporter to take notes of table conclusions
  - The facilitator and reporter will present the tables conclusions Friday morning
Case Study Process

- Under the guidance of the facilitator each person should share their answers to each question. Take them one at a time.
- The group is asked to listen to each person, ask clarifying questions and formulate a group or table answer.
- The reporter keeps notes of table decisions on a flip chart and will prepare overhead transparencies with the facilitator and other volunteers for use in your report on Friday.
Case Study Process

- After hearing all responses to a question the table formulates a group response. Start with a different person on each question.
- The process is designed to take about twenty minutes per question.
- Some groups will take longer than others.
- Make sure you reach coherent answers and don’t over complicate or simplify them.
Case Study Process

- Each table has a resource person whose job is to be quiet unless problems occur.
- They then will move to help you back on track and be quiet again.
- There are no “Right” answers, but much can be learned from the process and sharing of ideas and expertise.
- We thank you in advance for making this a successful learning experience.